

What's Happening?

A NEWSLETTER

FOR THE MAINE MEDICAL CENTER FAMILY

MMC staff evaluate their employer

We asked you what you thought, and many of you told us! By the February 1 deadline, 45% of the people who work at MMC had completed the employee survey. "That's much higher than the average 30% response rate at other hospitals," says Paula Squires, Vice President for Human Resources, "and nearly as high as the best response, just under 50%. The answers our employees gave to the survey questions will be helpful as we work toward our goal of making MMC an 'em-

ployer of choice'."

With answers ranging from agree to disagree, employees rated statements about MMC leadership relating to staff retention, our workplace culture, human resources processes, and job/role/process design.

Respondents were also given the opportunity to offer comments regarding recruitment and retention of staff, and were asked a variety of demographic questions. The survey was designed to be completely

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Donovan named AVP for Medical Affairs Administration

James W. Donovan has been named Associate Vice President for Medical Affairs Administration at Maine Medical Center. He began this new role on February 11.

As our new AVP-MAA, Donovan will provide administrative support to the Office of Medical Affairs and to the Center for Performance Improvement. He will help strengthen collaborative relationships with physicians, advance the management of the clinical business enterprise, with a focus on the

Medical Services Corporation, and lead initiatives such as an expanded ambulatory surgery facility.

Most recently, Donovan was President of Maine Partners Health Plan. He served as President and CEO of Brighton Medical Center from 1987 to 1997; during this time he also took on the role of Chief Operating Officer of New England Rehabilitation Hospital of Portland for a period of nine months. He has held other

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Riehle appointed to position of AVP for Nursing

Maine Medical Center has appointed Martha (Marty) Riehle, RN, to the new position of Associate Vice President of Nursing/Associate Chief Nursing Officer.

"Marty is highly qualified for this position as she demonstrated during her role as Interim Vice President of Nursing," says Marge Wiggins, RN, Vice President of Nursing/Chief Nursing Officer. "She will work in partnership with me to develop and implement the strategic plan and organizational structure for Nursing."

Riehle will continue to have oversight of Perioperative Services, for which she became Clinical Director in 1994. Prior, she was Nurse Administrator at Plastic and Hand Associates in South Portland. Earlier in her career she was an OR Technician, a Staff Nurse, and then an Assistant Head Nurse in MMC's OR.

A graduate of the University of Southern Maine, Riehle earned her BSN in 1983. She earned her MSN degree at the University of Virginia in Charlottesville, and her MBA at the Darden Graduate School of

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7th Annual Howard R. Ives, MD
Interdisciplinary Lecture on Topics in Healthcare
Sponsored by MMC
Department of Nursing/Patient Services and Department of Surgery

Our Challenge for the 21st Century:
Can We Ensure Safe Healthcare?

Thursday, March 7, 0830--1100 hours, Dana Center
Lucien Leape, MD
Professor of Health Policy,
Harvard School of Public Health

Continuing Education Credits:

2.5 Category I CME credit hours provided by MMC Department of Medical Education/
3.2 Contact Hours sponsored by MMC Nursing Services, accredited by American Nurses'
Credentialing Center's Commission on Accreditation.

For registration information, contact Kryston Monk, 871-2934.

NERHP appoints new Medical Director

The New England Rehabilitation Hospital of Portland (NERHP), a partnership between Maine Medical Center and HEALTHSOUTH Corporation, is proud to announce the appointment of a new medical director.

A member of the NERHP physician team since 1992, Elissa Charbonneau, DO, MS, began her work as Medical Director earlier this month. Last year, Dr. Charbonneau's work as NERHP Associate Medical Director of the Department of Rehabilitation gave her the opportunity to develop program ideas that directly benefit patient care. Now, as Medical Director, Charbonneau can concentrate her efforts on program expansion.

According to Amy Morse, NERHP CEO, one of Dr. Charbonneau's new responsibili-

ties is to strengthen the connection between the NERHP administrative and medical staffs as NERHP works toward exceptional patient care. Dr. Charbonneau will also help provide a vital link to other hospitals and the community.

In Maine, HEALTHSOUTH operates nine outpatient physical therapy and rehabilitation centers from Springvale to Bangor. NERHP is the only specialty physical rehabilitation hospital in Maine. HEALTHSOUTH also provides management services for the rehabilitation services at Maine Medical Center, Southern Maine Medical Center, Maine General Medical Center and Cary Medical Center. On-site injury management services are provided for L.L.Bean, MBNA and Blethen Newspapers.

Fad Diets...Fact or Fiction

Diet plans, we've tried them all. But what are the long-term effects on our health? Are we doing more damage than good? Join local nutrition consultant Debbie Pepper-Dougherty, RD, LD, for a close look at the health claims and safety of fad diets.

Wednesday, March 6
1830- 2000 hours
Dana Auditorium

For more information or to register, call- 885-8570 or 781-1730.

For the latest MaineHealth Learning Resource Center catalog of offerings, call 781-1730 or email chutep@mmc.org with your name and address. Or go to www.mainehealth.com, where you can even register on line!

About People

Do you have news to share?

We'll happily report professional accomplishments, awards for your department, papers presented, or other noteworthy items in "About People". Email the details to Martha Davoli at davolm or fax it to 871-6212.

Find your name, win a prize!

Look for your name in every issue of *What's Happening* and call 871-2196 if you find it. You'll win a gift certificate to the Coffee Shop, Flower Box, or Impressions Cafe!
Two winners every issue!

Names will be hidden within articles and announcements upside down in italic type.

Caring

TO MAKE A DIFFERENCE

What's Caring To Make A Difference all about? It's about people who make MMC special. It's about the folks who are quietly working hard each day to improve themselves, improve their departments, and improve the quality of life at MMC for everyone who enters our doors.

It All Starts With a Plan

Performance Improvement (PI) is achieved here at MMC everyday, in countless ways. Just as each individual team has a plan for the 'what, who, and how' of achieving excellence in our work, Maine Medical Center has an overall *Performance Improvement Plan*. This plan's purpose describes a role for each of us, from the individual employee to members of MMC's Board of Trustees:

"To accomplish its tri-fold mission of care, education, and research, the Board of Trustees, the CEO, management, and the professional and support staff of the institution share responsibility for continuously improving the organization's performance. At MMC, performance improvement means meeting and exceeding the needs and expectations through continuously improving service quality (interactions with customers), process quality (the way work is done), patient safety, and outcomes."

Let's take a look at some of the key words and phrases in this opening paragraph of the plan.

MMC's Mission: Our mis-

sion of care, education, and research is the foundation which guides your day-to-day work in ways you may not recognize. Even those employees who are remote from the bedside are supporting those who provide hands-on patient care.

These same people have most likely helped to orient a new employee in their department and perhaps have been part of a performance improvement team, brought together to find a better way to do their work. Ask yourself, "How does my job contribute to the mission?" Chances are, your answer will include a combination of all three. *Brock Major*

Share Responsibility: This is a case of that old cliché 'no man is an island'. There is no industry more complex than healthcare. Complex systems such as are found in a hospital require the input and expertise of a multitude of perspectives. Each layer of the organization has a unique and complementary role to play in the support and nurturing of a climate in which innovation can bring meaningful

change. Ask yourself, "What is my unique role in making MMC a better place in which to care for our community?"

Continuous Improvement: Just as this phrase implies, we are continuously evaluating the end product to make it good--better--best, never let it rest until the good is better and the better is best! To do this, MMC has adopted the *Plan-Do-Check-Act*, or PDCA, cycle as its systematic plan of process improvement. PDCA becomes a guide for doing your everyday work and forces us to ask the question, "Why do we do it this way?"

Customers: Who is your primary customer? What do they need from you? Who serves you and helps you to get your work done? The answers to these questions are apt to be different for each of us but important to know, so that we can identify what it would mean to meet or exceed expectations! One way to learn this is to simply ask: "What can I do to make *your* job easier?"

Patient Safety: This is a newly emphasized component of the PI Plan here at MMC. There has been a tremendous amount of work done to develop a 'culture of safety' that looks at glitches in the system where breakdowns can occur which could potentially put patients at risk for injury. As the Institute

of Medicine has written, To Err is Human, and as long as people are caring for other people, mistakes can be made. It is important to ask ourselves, "What can I do to improve the safety of our patients and employees as I do my job here every day?"

Outcomes: Identifying the desired outcomes of your team or project is done as part of the initial planning process. Setting a measurable goal gives you a yardstick against which to test your team's success. The key is to ensure that what you choose as your indicator for improvement you can indeed measure. It is worth taking a little extra time up front so that all of your team's hard work is more meaningful in the end. Be sure your team is able to answer this question: "What will we want to measure to show that this change has made a difference?"

One important emphasis in the development of this plan is building in clear lines of communication to share the efforts of individual and institution-wide teams up and down the organizational structure. The Board Performance Improvement Committee is responsible for reviewing and approving the PI Plan on an annual basis. From there, it becomes the responsibility of senior leaders at MMC to set specific yearly goals that will help prioritize on which areas to focus our efforts by promoting the use of interdisciplinary teams. Performance Improvement teams at MMC are empowered to design new processes and change existing systems when the data shows that change

How does MMC measure PI?

The *Performance Improvement Plan* specifies several measurement elements that we track on a monthly, quarterly, or yearly basis. Many of them are required by our state and federal regulators and some are identified by the Joint Commission on Accreditation of Healthcare Organizations. They all give us important information on patient care outcomes. Here are a few of them we track:

- Operative, invasive, and other non-invasive procedures that place patients at risk
- Medication use
- Use of blood and blood product components
- Use of restraints and seclusion
- Patient satisfaction
- Pain management

We not only measure our own progress and outcomes over time, we compare ourselves to other hospitals of like size, teaching status, or geographical region.

would result in improved patient care.

The medical staff, individual departments, and several other institutional committees are chartered to address specific concerns that will bring together employees at all levels to monitor and improve some of our most high risk-high volume

activities.

Bringing together staff who have diverse talents, views, and experiences can result in information rich with possibilities.

We start with a plan, but that is just the beginning. It is up to all of us to give it life, make it real, and make a difference!

Come See the Magic!

It's not sleight of hand ... there really are many magical performance improvement projects going on at MMC! Come and celebrate them at the 2002 Performance Improvement Fair Thursday, April 4, from 0900 hours, until Friday, April 5, 0900 hours, in Impressions Cafe on the Bramhall Campus. The fair travels to the Brighton Campus on Tuesday, April 9, at 0900 hours. It then goes on to the Scarborough Campus on Wednesday, April 10, at 1200 hours.

We'll conjure up for you some performance improvement excitement. And, if you come during the lunch hour on April 4, you'll enjoy a performance by a local professional magician.

Experience the magic at MMC! Visit the Performance Improvement Fair!

Caring To Make A Difference is a monthly publication of the Center for Performance Improvement. Ideas, questions, and comments may be directed to Cindy Bridgham, CPI Office, at 871-2009, fax 871-6286.

SURVEY, FROM P.1

anonymous.

“MMC is one of only ten hospitals in the country working with the national hospital organization VHA, Inc., to test the new survey and the action tools that go with it,” says Squires. MMC’s goals, and the ambitions of the VHA program, called “Tomorrow’s Work Force”, are:

- *Decreasing vacancy and turnover rates*
- *Enhancing recruitment success and reducing the time to fill vacancies*
- *Increasing morale by increasing levels of employee trust*
- *Increasing retention and tenure*
- *Improving patient safety and clinical quality, leading to increased patient satisfaction and employee satisfaction*

“We appreciate the time people spent in completing the survey,” say Squires. “Their opinions and assessments are valuable to us and will be key in our efforts to become an employer of choice.”

You’ll learn the final results of the Employee Survey soon. Watch for them, and look for refinements in MMC’s efforts to make this a great place to work!



All those who completed the employee survey were eligible for great raffle prizes. Vince Conti, President and CEO (center, standing), congratulates all of the raffle winners. He appears above with the winners of the “big” prizes: Lindsay Beckwith, Tim Blanchette (seated), and Ralph Higgins. AV Photo.

Employee Survey Raffle Prize Winners

Four movie tickets each to:

Rena Estes, BBCH
Vonna Myers, P3CD
Trudy Kent, R9W
Sue Haney, ED
Marni Bickford, ED

Kerry LePage, OR
Norma Foye, Clinic
Andrew Ellis, Patient Accounts
Joe Hardy, Cath Lab
Jim Curtis, Patient Accounts

\$50.00 gift certificate to Hugo’s Restaurant: Cheryl Fowler, R5

Sunday River Getaway: Ralph Higgins, Building & Grounds

\$500.00 cash: Tim Blanchette, Pulmonary

And the Grand Prize 3 Day Caribbean Cruise: Lindsay Beckwith, BBCH

Congratulations to all the winners!

Thank you to everyone who provided valuable feedback by completing the Employee Survey!

Outreach Education Council presents
Contemporary Issues in Infectious Disease
Friday, March 15
Dana Health Education Center
Accreditation: Category I CMEs: 6 hours
Contact Hours: 7.6

Current and predicted trends in infectious disease pose serious challenges for all healthcare professionals. Evolving directives for disease prevention and management, early recognition and treatment of fulminant disorders, drug-resistant organisms, the effective use of antimicrobials, and a looming threat of biologic warfare are critical issues at the forefront of the healthcare community. Designed for physicians, nurses, pharmacists, and other professionals, this program will highlight selected developments and essential considerations for clinical practice. *Kristen Roberts*

Faculty

Dennis G. Maki, MD

Ovid O. Meyer Professor of Medicine

Head, Section of Infectious Disease

Attending Physician, Center for Trauma & Life Support

University of Wisconsin Center for Health Sciences

Richard Quintiliani, MD

Professor of Medicine & Pharmacology

University of Connecticut School of Medicine & Pharmacy

Senior Consultant, Antibiotic Research & Pharmacoeconomics

Dennis L. Stevens, MD, PhD

Chief of Infectious Diseases

Veterans Affairs Medical Center, Boise, Idaho

Professor of Medicine, University of Washington

School of Medicine, Seattle

For a brochure or to register, call 871-2290.

RIEHLE, FROM P.1

Business Administration at the University of Virginia.

Riehle is a member of Sigma Theta Tau, the National Honor Society for Nurses, and the American Organization of Nurses Executives.

Anecdotes from the Archives

Maine General Hospital opened a new Children's Unit October 1, 1931. This unit was located on the first floor of the South Wing of the main building. The capacity of the unit was 42 beds, with a call system, lavatories for all wards and rooms, radios for entertainment, and a centrally located nurses station equipped with built-in medicine closet, tray closet, and utility closet.

*--MMC Library,
Archives Section*

DONOVAN, FROM P.1

senior administrative posts at hospitals as well.

Donovan is a graduate of College of the Holy Cross in Worcester, Massachusetts, and earned his Master of Arts in Health Care Administration at The George Washington University in 1980. He is a member of the American College of Healthcare Executives, and has served on various Maine Hospital Association committees and its Board of Directors. He has been a member of the Boards of Trustees of United Way of Greater Portland, the Maine Technical College System, and Blue Cross and Blue Shield of Maine. He currently serves on the Board of The Park Danforth/ Home for the Aged.

A New Weight Watchers Series Begins Soon

First meeting is Tuesday, March 5,

1200—1300 hours, Dana Classroom 1

\$139 for 12 weeks; payroll deduction is available.

For more information, call 871-2196 or

email davolm@mmc.org.



Marketplace

In order to ensure that everyone has an opportunity to use the Marketplace, ads may be placed *once only*. Repeats will be permitted only on a space-available basis.

FOR SALE

Pennsylvania House cherry DR set. Hutch, table, 6 chairs, 3 leaves, & table pads. Hutch is 55"x19"x71". \$1950. Call 839-4255.

Moving sale. Furniture and more – must go by 4/1/02. Call 842-6375.

Used saddles: all purpose 17" Blue Ridge, \$150/BO. Western 17" Burnside, \$100/BO; 2 bridles, \$20ea. Good cond. Call 637-2555.

Colonial home; 5BR, 4½BA, 1.1 acre on golf course. Custom features. \$749,900. Call 781-3848.

1998 Chevy Blazer LT, 4dr, 4WD, heated leather seats, loaded pewter metallic, exc. cond. \$13,800/BO. 856-2275.

1998 Nissan Sentra GXE, 5 speed, AC, Stereo, 38K still w/warranty. Book value \$10,050, sell for \$8,995. Call 831-6383.

1995 Subaru Impreza, 94K, 5sp, 2dr, coupe, cassette, power steering, \$2,000/BO. Call 775-7643.

1995 Buick Skylark, white, 4dr, V-6, A/C, new tires, 69K, gd cond. \$4,300/BO. Call 883-1662.

1992 Subaru Legacy AWD Wagon, 5-sp, 175K miles, runs well. \$2,000/BO. Call 797-6992.

1992 Conversion Van, Ford, loaded, auto, seats 7, + TV/VCR. 1990 & 1991 Dodge Caravan, V6, Auto, seats 7. 838-9926.

1985 Jeep CJ. Good cond, 3 new tops, oversized tires, great heater. \$38,000. Call 490-9162.

FOR RENT

House in Westbrook. 2/3BR, 2BA, W/D hook-up, country setting. \$1,350/mo. Call 656-5444.

Bright, clean, 1 BR, 2nd fl, & close to MMC. Parking, laundry, floor.

\$725/mo includes H & HW. Call 874-2986.

Near Saco, 20 min to MMC. New clean 1 BR 2nd floor w/huge windows & priv deck overlooking meadow. \$600/mo incl all utilities. N/S. Call 282-1221.

Beautifully furnished apt 4 blocks from hospital. 1BR, LR, DR overlooking courtyard with parking. \$1300 + util. Sec dep, refs, & 6 mo min lease. NS/NP. Call 767-2120.

2BR duplex. Hdwd, W/D hookup, parking, nice area, walk to Brighton medical bldgs. \$850/mo + util, sec dep, no pets. Call 797-6307.

1BR at 108 Emery St. Near MMC, pets ok, W/D in bldg. \$625/mo. Call 883-0166.

Pine Street. Sunny, spacious, 2 BR, hrdwd flrs, fireplace, H/HW incl. Off street parking, no dogs. \$900/mo. Call 865-3292.

Scarborough, Black Point Area. 2BR ranch duplex, priv. wooded setting. Minutes to Rt 295 and 10 min to MMC. N/S, pets considered. \$995/mo. Call 233-4985 or 799-2457.

Neal St., 1BR, walk to MMC, lg closet, deck, gas heat & range, W/D, NS, NP, \$750/mo. Call 761-2865.

Lewiston, ¼ mile off Exit 13, 40 min to Ptd. 1st fl, lrg 2 BR, modern K, basement w/playroom, laundry, W/D hookup & storage, garage, heated. \$675/mo + security. Call 782-0563.

303 Brackett St. 1BR, lrg bath, close to MMC, open prkng, \$675/mo. Call 332-6409 or 799-8130.

Lg. 3 BR 1st floor apt, Woodfords area. LR, DR, porch, hdwd, custom built-ins. Garage, yard, W/D hookup. \$1,100/mo. + utils. Call 797-9552.

S.Ptdl condo. 1 BR, water view, secure bldg, laundry. NS, NP. 1mo. dep., refs. \$795/mo. + utils. Call 772-1764.

The deadlines for announcement-length items and **MARKETPLACE** are March 5 for the March 13 issue and March 19 for the March 27 issue.

All items must be in writing and may be sent by interoffice mail to the Public Information Department, by e-mail to barstj, or by fax to 871-6212.

ROOMMATE WANTED

Large apt to share in Wstbk. 15 min to MMC. Heat, HW, w/d & prkng. N/S, N/P, F. \$400/mo + security. Call 854-9733.

Lg 2 BR apt. Share w/NS, M/F. Near Woodfords. Yard, porches, W/D, cat on premises. \$400/mo + ½ util. Call 831-5126.

Share large 5 BR house in West End. Close to MMC. Prefer N/S females. \$450/mo includes util. Call 329-9506.

Cape Eliz. Lg house to share near Crescent Beach. N/S, quiet. 1½ BA, garage, basement, W/D, N/P. \$600/mo + util. Call 799-6117.

Share furn 2BR Scarborough townhouse. Pkg incl. \$495/mo + ½ util. Call 885-0548.

Luxury 2BR apt. Hdwd, lg rms, fplc, 10 ft ceilings, near MMC. \$600/mo incl. utils. Call 828-3945.

SERVICES

Companion or roommate to senior available. Single F + dog looking for home. Must have sunshine & garden space! We are quiet & clean. 1-2 yr time frame please. Call 781-8842.

Painting – residential and commercial. Excellent references. Free estimates. 657-6345.

Kleen 4 You residential cleaning. Call for free estimates. 878-3416 or 650-3286.

What's Happening?

at Maine Medical Center

- All month** Healthviews. Cable Channel 4, Thurs., 1400 & 2000 hrs; Fri., 0700 hrs.
- Feb. 27** HR Information Station. 0800--100 hrs, Gateway. 1500--1800 hrs, Brighton Campus.
- Mar. 7** Ives Lecture: *Our Challenge for the 21st Century: Can We Ensure Safe Healthcare?* Call 871-2934 for brochure.
- Mar. 9** Race in Place to benefit Barbara Bush Children's Hospital. Call 871-2101.
- Mar. 15** *Contemporary Issues in Infectious Disease.* Call 871-2290.
- May 16** I Love Food: Kids' Night Out, 1700-1900 hours. Watch for registration details!
- June 7** Honor Night 2002, 1700 hrs, Holiday Inn By the Bay.

Scrub Sale to benefit

The Barbara Bush Children's Hospital at Maine Medical Center
0700 hrs Wednesday, February 27--1800 hrs, Friday, March 1,
MMC Bramhall Campus, 2nd floor Bypass Corridor *and*
Friday, March 1, MMC Brighton Campus, 0700 - 1700 hrs,
at the main entrance.

Featuring scrubs by Whisper in 16 styles, 23 patterns and 13 colors. Clogs by Klogs-USA, Dansko, Birkenstock, Calzuros. Other items include stethoscopes, eyewear, scissors, lab coats, watches, and much more.

For more information, contact Tammy Murray at 871-2101 or murrata@mmc.org. Bring this entry form and enter to win \$25, \$50 or \$75 in ParaFlex Medical merchandise of your choice!

Name: _____

Department: _____

Email: _____ Phone: _____



Lenten Services

Brief Lenten Worship Service,

1200 hours, Mondays and Thursdays

Catholic Mass, 1600 hours, Mondays and Fridays

Services are held
in the Chapel

Ethics at the Center

The Ethics Confidential Helpline is available for your questions and concerns. Call the Helpline at 871-4646.

What's Happening is published every other week at Maine Medical Center for members of the hospital community and for friends of the institution throughout Maine and northern New England. Comments, questions, and suggestions may be addressed to the Office of Public Information, MMC, 22 Bramhall Street, Portland, Maine 04102-3175. (207) 871-2196. Editor: Wayne L. Clark.

Change name or address as shown on address label.

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Please return this address label in an envelope to the Public Information Department.

What's Happening?

MAINE MEDICAL CENTER 22 BRAMHALL STREET PORTLAND, ME 04102-3175