

What's Happening?

A NEWSLETTER

FOR THE MAINE MEDICAL CENTER FAMILY

Employee survey is your chance to speak

It's time for you to tell MMC how it's been doing as an employer! Between now and February 1, you will have the opportunity to complete a survey that will help us work toward our objective of becoming an "employer of choice". The survey is completely confidential and easy to take, and we'll share the results after they're complete. To give you an idea of what we're asking, here are just three questions from the survey:

In the past three months, I have gone home feeling good about my workday more than feeling bad.

Recruitment of staff is recognized as a critical issue by senior leadership.

I clearly understand my roles and responsibilities.

MMC is working with VHA, Inc., a national hospital organization, as one of only ten hospitals in the country testing the new survey and a set of action tools that goes with it. The VHA program is called "Tomorrow's Work Force", and it has the important goals of:

- Decreasing vacancy and turnover rates
- Enhancing recruitment success and reducing the time to fill vacancies

SURVEY, SEE P.6

Russin named VP of Medical Affairs/CMO

Maine Medical Center's new Vice President of Medical Affairs and Chief Medical Officer is Stanley J. Russin, Jr., MD, FACP. He joins us from the HealthPartners Medical Group (HPMG) in the Twin Cities, Minnesota. The HPMG is a 525 physician, non-profit, multispecialty group with more than 40 clinic sites and 250,000 members. There, he was most recently Assistant Medical Director for Hospital Services, Assistant Medical Director for



Care Improvement and the Department Head for Internal Medicine.

"Stan Russin is very well suited to continue to evolve the critically important role of Medical Affairs at the Medical Center," says Vincent S. Conti, President and Chief Executive Officer. "He has held positions as a leader in hospitals and

health networks and possesses extensive expertise in the key arenas of patient care improve-

RUSSIN, SEE P.6

Spring Harbor Hospital plans replacement facility

Spring Harbor Hospital, southern Maine's tertiary care mental health facility, has announced plans to relocate from Running Hill Road in South Portland to a parcel of land along outer Congress Street that is situated on the Westbrook/Portland city line. The site offers approximately 17 buildable acres, upon which Spring Harbor intends to construct a two-story 85,000-square-foot replacement facility that will accommodate

100 patient beds. The building initially will house inpatient services, but it may eventually accommodate outpatient programs, as well.

Spring Harbor Hospital is a short-term psychiatric hospital serving children, adolescents, and adults. Housed on the site of the former Jackson Brook Institute, the hospital has been steadily outgrowing its 65,000-square-foot facility since Spring

SHH, SEE P.4

Morton steps down as Cardiac Surgery Director

In January, Jeremy Morton, MD, stepped down from his position as Director of the Division of Cardiothoracic Surgery at Maine Medical Center after 13 years of service.

Dr. Morton graduated from Princeton University and Johns Hopkins University School of Medicine and received his surgical training in Houston at the Baylor College of Medicine with Michael DeBaky, MD, and his remarkable department.

Dr. Morton was Chief of Surgery at the Third Surgical Hospital in Vietnam during 1968 and 1969, for which he received the Army Commendation Medal and the Bronze Star. He came to Maine Medical Center in 1971 and was appointed Director of the Division of Cardiothoracic Surgery in 1989. He is Clinical Professor of Surgery at the University of Vermont. A past member of the Executive Committee of the New England Surgical Society, he was elected Vice President of the society this year.

A founder of the Northern New England Cardio Vascular Disease Study Group, Dr. Morton has led the participation

of MMC in that group, which has received national acclaim for improving the quality of cardiac surgical care in the three northern New England states. His leadership in cardiac surgery has contributed directly to MMC's premier position in cardiac services.

Dr. Morton will continue to spearhead the quality improvement efforts of the cardiac surgery division in the Northern New England consortium, and will contribute his expertise to the Center for Performance Improvement, MMC's hospital-wide quality improvement effort.

Robert Kramer, MD, has been named to replace Dr. Morton as Director of the Division of Cardiothoracic Surgery. He graduated from the University of Vermont College of Medicine and had his general surgical training here at Maine Medical Center before going to the University of Toronto Hospital for his cardiothoracic surgical residency. A member of Maine Heart Surgical Associates, he has practiced cardiothoracic surgery here since 1980 and is recognized as one the leading cardiac surgeons in the region.

The 2002 "Race In Place"

The "Race In Place" is a stationary bike relay race that benefits the programs and services at The Barbara Bush Children's Hospital at Maine Medical Center.

In 2001, 50 riders competed for prizes by raising a total of \$6,250 and riding 625 miles!

This year we need you! Please join The Barbara Bush Children's Hospital, KISS 99.9, and Lifestyles Fitness Center to help raise \$10,000 and ride 1,000 miles for Maine kids.

Riders register as individuals (we'll place you on a team) or as teams of five. If you have a team of five, consider challenging another group to race against you.

Here's the basic race concept: Teams of five riders will ride stationary bikes for 20 minutes each, with a 10-minute break between to read odometers, adjust bike seats, and get set for new riders. Each rider raises a minimum of \$75. Prizes are awarded to individuals and teams based on funds raised and miles ridden.

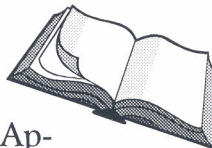
Please consider joining the 2002 Race on March 9! Your help is needed!

Contact The Barbara Bush Children's Hospital Development Office at 871-2101 with questions or to register.

Tuition Assistance Change

As of January 1, 2002, the IRS no longer considers tuition assistance as taxable income. Applications for both undergraduate and graduate courses are now processed through the Payroll Department.

Participating employees will now receive their reimbursement in their paychecks on Thursdays. *Patricia Rodrigue*



MMC bids fond farewell to Steve Larned

F. Stephen Larned, MD, Vice President of Medical Affairs at MMC since 1986, retires this month from MMC.

"In his role as VPMA at Maine Medical Center," says Vince Conti, President and Chief Executive Officer, "Steve coordinated and balanced the governance and management roles of the Medical Staff Executive Committee and the Chiefs Council. He facilitated the successful recruitment of ten Chiefs of Service here over the last 14 years and worked with medical staff leaders to revise the hospital's Medical Staff processes for the privileging of physicians in all departments and divisions. With the merging of MMC and Brighton Medical Center in 1995, Steve led the process to change MMC's Medical Staff Bylaws to permit credentialing and privileging of osteopathic physicians trained in osteopathic graduate medical education programs.

"Steve was a valuable member of MMC's Senior Management team, offering not only the 'medical perspective,' but also that of a seasoned manager," adds Conti. "His day-to-day managing of patient care matters, introduction of total quality management, and incorporation of a business plan development and review process contributed to his impact on MMC. We have been fortunate to have him as a leader in the development of all medical education programs here. He was instrumental in the achievement of a 'favorable' rating and a five-year accreditation cycle from the Accreditation

Council for Graduate Medical Education (ACGME) Institutional Review Committee.

"Steve Larned has been a very skilled leader, one who successfully balances his advocacy for all three MMC missions ... patient care, education and research," says Peter Bates, MD, Chief of the Department of Medicine. "His considerable

telemedicine and introduced of the study of complex systems at MMC. He was extensively involved in national organizations such as the Alliance of Independent Academic Medical Centers, the Accreditation Council on Graduate Medical Education (ACGME), the American Hospital Association, the American Medical Association, the Association of American Medical Colleges, the Association of Hospital Medical Education, and VHA.



Active and retired Chiefs of a number of departments joined to give Steve Larned, MD, a warm sendoff at a recent luncheon. AV Photo.

impact on the hospital at times is unrecognized because of his subtle management style and tireless promotion of the accomplishments of others."

Dr. Larned worked with department chiefs to advance the evolution of their role from educator and researcher to medical administrator. He served as president of Maine Medical Center Medical Services Corporation, made up of 11 practices in 20 sites. He also facilitated the implementation of

An expert in complexity science and chaos theory, Dr. Larned has often presented on these subjects as they relate to healthcare, graduate medical education, and research. His book chapters and other publications also focus on these subjects. He presented the 1998 John P. McGovern Award Lectureship at the Association of Academic Health Centers 1998 Annual Meeting, and the 1999 Dean's Distinguished Lecture, at Wayne State University

Harbor's inception in April 1999. With 100 operational inpatient beds, discharges now average 2,500 per year, a 92% increase from 1999. The hospital opened twelve State-requested adult beds within its first eight months of operation.

"A new facility makes concrete our commitment to helping ensure the quality of mental health in Maine," says Spring Harbor CEO Dennis P. King.

Among the design enhancements under consideration for the new facility are added therapeutic areas on care units, expanded recreational space, additional family meeting rooms, enhanced professional and community education areas, and a more residential feel and appearance.

"We plan to maximize the use of natural light and open space to make our facility more aesthetically pleasing and our care areas more comfortable and healing," King says.

Further expansion of hospital services at the present Running Hill Road site was considered unsuitable, and other potential sites presented timing conflicts, says King.

"The present facility poses several challenges to providing the best patient care," he says. "The size of the treatment units allows minimal therapeutic and family meeting space, and outdoor activities are underutilized because of the limited grounds."

The space crunch extends to Spring Harbor's staff, whose numbers have swelled from 354 to 425 in the past two years.

"Our employees have played more games of musical offices over the last two years than I care to admit," King says. "We look forward to being much more

effective in our delivery of quality patient services in a larger, more appropriate care setting."

The building site was selected because it meets several criteria set forth by the hospital's facilities planning task group.

"It's close to the Turnpike, easily accessible by staff, and situated within Greater Portland, which is convenient to the lion's share of our clients," says Spring Harbor Board Chair Meg Baxter. Approximately 70 percent of Spring Harbor patients live in Cumberland and York Counties.

The parcel is configured in such a way that the proposed Spring Harbor Hospital facility would reside in Westbrook while the parking lot would fall within Portland's city limits.

"This presents us with a unique opportunity to work closely with both cities in the planning and approval phases," King says. "I am pleased and grateful that the planning boards of each city are actively considering meeting jointly to help coordinate the project approval process. They have been very responsive."

King says the site also offers flexibility for potential future expansion. "We needed a parcel that would allow us to flex with consumers' demand for services," he notes. "This site will do just that."

The wooded site, which borders a conservation easement, features rolling hills and offers a tranquil setting for patients of the short-term, acute-care hospital.

Westbrook Mayor Don Esty says the hospital will be a welcome addition to the city. "We look forward to hosting another

major healthcare facility and its employee and client base," he notes. "The arrival of Spring Harbor is a symbol of the city's commitment to economic vitality and enhancing the quality of life and health of Westbrook residents."

Spring Harbor will now submit a Certificate of Need to the State to apply for the necessary approvals for building the new facility. Approval, design work, and construction are due to be complete by Spring 2004.

King, who was the founding CEO of The Acadia Hospital, the private mental health hospital in Bangor, knows the importance of outreach to the community about such moves. That is why Spring Harbor is beginning to educate key stakeholders about what it does and does not mean to have a psychiatric hospital situated in the community. Public informational sessions will continue throughout the course of the project.

"We are hopeful that the community will continue to be supportive of us in our effort to build the very best acute mental health care environment in Greater Portland," King says. "Research tells us that one in four of us will suffer from a severe mental illness at some point in our lives, and Spring Harbor wants to be the place to offer the promise of help and hope in a safe, more therapeutic and comfortable care setting."

Spring Harbor Hospital is a member of MaineHealth, a growing family of healthcare services in southern, central, and western Maine. Its members and affiliates, including MMC, are committed to working together so their communities will be the healthiest in America.

Triumph of the Human Spirit:

"Coming to America"

stories by three immigrants

Is it possible to put ourselves in "the shoes" of an immigrant, when we have freedoms they may never have dreamed possible? The trials, suffering, and persecution forced on many immigrants are often indescribable, and are usually the reasons for leaving their home country. Why Maine as a destination? What allows immigrants to face the challenges ahead? How have they fared since arriving here? What can Mainers do to assist new arrivals while learning about the immigrant's culture and sharing Maine's "plenty?"

World Affairs Council

After Hours Program

Wednesday, February 6

1730 hours

King Middle School

A panel of immigrants will share brief descriptions of their personal experiences and present a bit of their culture and history:

Moderator Grace Valenzuela immigrated from the Philippines, arriving in Portland from Manila in 1986, after working four years as a teacher trainer at the Philippine Refugee Processing Center in Bataan. She is now Assistant to the Superintendent for Multicultural Affairs for Portland Public Schools and a volunteer Board Member of the World Affairs Council.

A survivor of the Killing Fields in Cambodia, Rotha Chan came to the United States in 1985 as an adolescent after five years in a Thai border camp with his family. He settled in

PROGRAM, SEE P.8

Winter/Spring 2002 Learning Opportunities

The new *Winter/Spring 2002 Learning Opportunities Catalog* is here! The Training and Organization Development Department has made the catalog available on the Human Resources website on MMC's Intranet.

In addition to all of your regular favorites, new staff development programs are offered: "Administrative Support - The Survival Series", "How to Use a Respirator for Protection from TB and other Airborne Hazards such as Anthrax", "Materials Management Educational Session", and "What Goes Around Comes Around: Creating a Positive Work Environment".

New programs for managers include: "Bridging the Gap: Veterans, Boomers, Xers and Nexters (Successfully Managing the Multigenerational Workforce)", "Bringing Out the Best in People", and "Interview Skills: More than a Gut Feeling". *Kim Lecours*

For the first time, The Center for Performance Improvement is offering Project

Management and Team Facilitation programs, which are described in the catalog.

For full course descriptions, locations, and registration information, you can refer to the *Learning Opportunities Catalog*. For instant registration, send an e-mail to HRTraining with the following information: the registrant's name, MMC identification number (from the timecard or paycheck), department, daytime phone number, and the name and date of the course(s) in which the employee is enrolling.

To access the *Learning Opportunities Catalog* online, please follow these steps:

On MMC's intranet home page:

- click on Departments
- click on Department Index
- click on Human Resources
- click on Document Index
- click on Training and Development
- click on Learning Opportunities 2002

There's something for everyone!

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!

LARNED, FROM P.3

School of Medicine.

Dr. Larned practiced primary care internal medicine for 15 years at Spurwink Internal Medicine Associates in Cape Elizabeth. Before that, he was an emergency physician here at MMC and at Fairfax Hospital in Fairfax, Virginia. In his role as VPMA at MMC, he also served as Associate Dean for Maine Affairs at the University of Vermont School of Medicine.

We wish Dr. Larned the best!

RUSSIN, FROM P.1

ment and managed care. Stan demonstrates the ability to work together with diverse groups to reach the important objective of providing the best care for patients. We're very happy he's joining us."

Among Dr. Russin's accomplishments at the HPMG are the development of new, comprehensive scope of practice guidelines for physicians; founding and oversight of the group's hospitalist program, which enjoys national benchmark performance for patient satisfaction; and reorganization of the group's hospital care services using teams of hospitalists and clinic-based family medicine and inter-

nal medicine "rounders" supported by a comprehensive nurse-led inpatient case management and concurrent review program. He coordinated the development and monitoring of all hospital-based care delivery, utilization, and quality initiatives and founded and chaired HPMG's interdepartmental peer review committee.

A native of Pennsylvania, Dr. Russin is a graduate of the University of Scranton and earned his MD at Hahnemann University. He completed his internal medicine internship and residency at Hahnemann University Hospital. He is a Diplomat of the National Board of Medical Examiners and is board certified

in internal medicine. He is a Fellow of the American College of Physicians and a member of the Society of General Internal Medicine and the American College of Physician Executives. He has held a number of teaching positions at Hahnemann University, the Medical College of Pennsylvania, and Temple University. Before joining the HPMG, he was Deputy Chair for Clinical Affairs and the Section Chief of Internal Medicine for Temple University's Department of Medicine, where he held several other positions as well.

Dr. Russin began his new duties at Maine Medical Center on Monday, January 14.

SURVEY, FROM P.1

- 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

The survey only takes about 15 minutes. Here's how to take it:

- 1) click the "Employee Survey" button on the MMC intranet home page, *or*
- 2) log directly onto <http://www.ecmdev.com/vhawork> from

your home computer (use access code 73110), *or*

3) ask your supervisor for a paper copy of the survey

Complete the survey by February 1, 2002, and either drop it in a "survey box" located in various areas around MMC, or submit it to Human Resources. Employees who have completed the survey are eligible for a raffle to win many different prizes, some of which include:

- A trip to Bermuda *or* \$750.00 cash
- \$500.00 cash

- A getaway weekend at Sunday River
- A gift certificate to Hugo's restaurant
- 4 movie tickets

Just fill out a raffle slip and submit it to Human Resources. The earlier you complete the survey, the more chances you have to win, as there will be three weekly drawings and the "early returns" are eligible for all three drawings.

Your participation in the survey is very important, so please be sure to take it on line *or on paper, today!*

Provider focus groups on end of life care

Focus groups regarding end of life care as provided at MMC have been scheduled. If you completed an End of Life Care survey and want to participate in a focus group, call Gail O'Donnell in Social Work at 871-2263 to sign up for one. All sessions will be 90 minutes long and held in Dana Center Classroom #10.

Tuesday, February 5, 1700-1830 hours

Monday, February 11, 1600-1730 hours

Wednesday, February 13, 1900-2030 hours

Thursday, February 21, 0800-0930 hours

If you have questions regarding the survey, please contact Alyce Schultz, RN, PhD, at 871-2460.

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

Sony TC-W310 dual-cassette deck, \$40; JBL 2500 series speakers, \$80; Technics SA-206 Stereo Receiver \$40; Vesta Fire MR-10B personal multi-track recorder \$50; 1988 Kenmore dishwasher \$50; 1990 Whirlpool Supreme washer \$300 & Dryer \$200. All items work, some may need minor repair. Call 642-2115.

Large assortment of Oriental carpets, many sizes/some antique; leather hunter green arm chair \$800; Ethan Allen corner mahogany chair, \$250; Lane upholstered arm chair \$600; pair antique Chinese flower stands, \$1,900; antique Chinese carved table \$350; set of 8 DR chairs w/walnut QA legs and cream upholstery in exc shape \$1,100; exc selection of 19th century oil paintings in original frames. Must sell. Call 772-0963.

Lange XR8 women's ski boots size 9. Three years old, worn once. Orig \$400, selling for \$100. Call 878-3258.

1999 Dodge Intrepid. 60K miles, exc condition, A/C, P/S, P/W, P/DL, tilt wheel, cruise, AM/FM cassette, alloy wheels and remote starter. \$7,900. Call 829-6928.

1991 VW Golf, standard shift with current inspection. \$1,000 or BO. Call 885-9152 or 871-6282.

FOR RENT

Close to MMC, lg 2BR, parlor, frpl, DR, LR, d/w, heat and laundry incl. \$1,100/mo. Call 761-2172 or 883-4126 x644.

Near USM, clean 2BR, eat-in K, LR, hdwd flrs, 1/2 garage and driveway, w/d hkup, NS, NP, \$750/mo +

util. Call 919-419-6184.

West End: 3rd floor of historic house on West St. K + 3 1/2 rms. Heat, hw and w/d incl. St. prkg. Lease, \$1,000/mo. Call 828-1527.

West End: 2 lg rooms, sm K + bath w/shower. Ground floor with own entrance. St. prkg, driveway avail. with snow bans. \$750/mo heated. Call 773-5874.

Near Law School-Sunny, spacious 1+BR, LR, DR, hdwd flrs, w/d hkup, lease and refs req. NS, pets neg. Call 772-1450.

Spacious 2BR condo overlooking Androscoggin River and mountains. Downhill skiing, X-country trails, hiking, outdoor Olympic-sized heated pool, Jacuzzi, laundry, 5 miles to Sunday River. Call 767-4622.

West End, walk to MMC, sunny 1BR, first floor, \$570/mo. + util. Pkg & laundry avail. Call 879-2404.

Freeport, furn home. 3BR, 2BA, 3 acres, cable, local phone, w/d, storage, NS, NP. \$1,200/mo incl utils. Call 846-6850.

Rosemont duplex. 2BR, eat-in K, LR, DR, hdwd flrs, full basement, w/d hkup, garage. \$800/mo + util. Call 774-7924.

306 Brackett St. 2 1st flr apts avail. 1 studio \$400/mo and 1BR \$650/mo. Heat/hot water incl. Call 653-9531.

5 min walk to MMC: 2BR, quiet, professional building. Hdwd flrs; laundry. Avail 2/1. \$750/mo heated. Call 774-5358.

Prospect St., 1st floor, 2BR, hdwd flrs, new windows, parking (2 cars), pets welcome, w/d hookup, 1/2 basement storage. \$900 + utils. Call 828-6690.

Lg sunny 2/3 BR apt. Cleaves St, 3rd fl, hdwd flrs, w/d hkup, lg K, gas heat. NP, refs, sec dep, \$900. Call 874-0361 or 671-6043.

The deadlines for announcement-length items and **MARKETPLACE** are January 22 for the January 30 issue and February 5 for the February 13 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.

Payson St, Ptld, newly renovated 2BR w/storage, pkg, NP, NS, refs, lease, sec dep. \$975/mo heated. Call 797-9416.

Near MMC, quiet 2BR, 1st fl, K, DR, LR, storage, w/d hookup, parking, NP, refs, sec dep. Avail 3/1, \$750/mo. Call 885-5884.

So Portland. Sunny 2BR, Cape/duplex, garage, hdwd flrs, French doors. \$1,275/mo. elec & water incl. Call 627-7787.

ROOMMATE WANTED

Portland, quiet NS F roommate wanted to share large 2BR off Forest Ave. Close to USM and downtown Portland. \$410 + 1/2 util. Call 878-0166.

2 unfurn rooms (for 1 person) on own floor in lg apt on West Side. Share with 2 other mature adults, near USM & MMC. NS. Cat perhaps. No dogs. Call 773-5834.

Lg house to share in SPtld. 5 min to MMC, all utils incl., w/d, pkg, \$120/wk + security. Must be NS F. Call 773-7142.

SERVICES

Plumbing services. 10 yrs exp. Licensed, quality, insured. Reliable/affordable. Call 885-5884.

Odd job service. Interior painting specialist and trash/junk removal. Exc refs. Free estimates. Call 657-6345.

What's Happening?

at Maine Medical Center

- All month** Healthviews. Cable Channel 4, Thurs., 1400 & 2000 hrs; Fri., 0700 hrs.
- Jan. 17** I Love Food: "Lean, Mean Super Bowl Cuisine". 1800-2000 hrs, Dana Center. Call 871-2196.
- Jan. 18** OEC program, "12-lead Electrocardiography Essentials for Acute Care Practice", Dana Center. Call 871-2290.
- Jan. 29** *Overview of Integrative Medicine*. Family Practice Grand Rounds, 0800-0915 hrs, Auditorium. Call 781-1654.
- Feb. 1** Employee surveys due in *See p.1* Human Resources.
- Feb. 6** Triumph of the Human *See p.5* Spirit, 1730 hrs, King Middle School, Portland.
- Mar. 9** Race in Place to benefit *See p.2* Barbara Bush Children's Hospital.

Learn about jobs available at
MMC at www.mmc.org

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.

Impressions Cafe

Look for "Impressions Menu" under Quick Links on our intranet home page.

Anecdotes from the Archives

The Maine General Hospital Training School for Nurses extends its two-year curriculum course to a three-year course in 1902.

Maine General Hospital agrees with the District Nursing Association to assume the management of the organization on October 1, 1905. Since the hospital has no available funding, the Association agrees to meet the expense.

--MMC Library,
Archives Section

PROGRAM, FROM P.5

Biddeford and is currently a portfolio manager with Key Bank.

Jagkeep Lekhi immigrated from India with his wife, Paramjit Lekhi, in 1988. With an MBA from USM, he started a business, Hi Bombay Restaurant in Portland's Old Port.

In 1984, Mary Otto came to Portland as a refugee from Sudan with some of her children in 1984. They had spent a few difficult years in a refugee camp in Nairobi, Kenya. She is now an Educational Technician/Language facilitator at Reiche Elementary School.

Matt Ward, a well-known member of the Maine community, will conclude the program. He is Director of Immigrant & Refugee Services at Catholic Charities of Maine, and served as a Foreign Service Officer in China and Southeast Asia.

Maine Medical Center is a collaborating organization for this program.

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.

What's Happening?

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

- Change name or address as shown on address label.
- Remove my name from your *What's Happening?* mailing list.

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