

What's Happening?

A NEWSLETTER

FOR THE EMPLOYEES OF MAINE MEDICAL CENTER

Journey to Excellence Employee Briefing Supply Chain team presses forward

The Supply Chain team has already identified significant savings, totalling some \$1.8 million per year in non-labor expenses (see chart on page 2). By saving money on supplies and services, MMC expects to ultimately save more than \$10 million a year.

The team achieved the savings in a number of ways. Some are the result of consolidating suppliers to get a better price, for instance, and some are the result of negotiating a better price with current suppliers. Other savings result from changes in the type of supply used, such as changing from disposable oxygen sensors to reusable sensors.

One interesting savings is not a savings at all, but a "rev-

enue enhancement". Used computers have traditionally been donated to charities, but the Supply Chain team has recommended reserving a portion of them for sale to employees at enormous savings. Look for details soon on this exciting opportunity!

During Wave One of the Journey to Excellence initiative, the Supply Chain team has moved from the "Early Wins" to a more detailed, comprehensive look at supplies and services. Process Champions Kenneth Raessler, MD, Chief of Anesthesiology, and Miriam Leonard, Associate Vice President for Operations, have assembled thirteen sub-teams to examine specific areas.

The sub-teams and their leaders are:

Lactation consultants add new service

Maine Medical Center's lactation consultants have added another item to the list of services they provide to new, breastfeeding mothers. Women may now rent or purchase breast pumps from MMC's Family Birth Center or Childbirth Education Office.

A lactation consultant visits every mother who delivers here and has problems establishing breastfeeding with her infant. "Sometimes the consultant must recommend use of a breast pump for maternity patients," says Cynthia Bettencourt, RN, Childbirth Education Coordinator, "and, more frequently, for mothers whose babies are patients in NICU or the Continuing Care Nursery. The consultants let mothers know they can rent or purchase a pump here or at one of the several other rental stations in Greater Portland.

"One of the reasons the service is now offered right

PUMPS, SEE P.6

Clinical

Anesthesia and Respiratory Therapy: *Chris Hirsch and Dan Landry, MD*

Blood: *Tim Hayes, MD*

Cardiac Cath: *Saul Katz, MD*

Medical Supplies: *Paul Labbe, Karen Colby*

Perioperative Supplies: *Diane Fecteau, RN, Martha Reihle, RN*

Pharmaceuticals and IVs: *Paul Cox, MD, Steven D'Amato, RPh*

Radiology: *Alex Szafran, Roger Pezzuti, MD*

Non-clinical

Administrative services and supplies: *Susan Doliner, Bob Barber*

Asset Management: *Paul Labbe, Bob Bremm*

Clinical Laboratory: *Michael Jones, MD*

Contracted Labor: *Elise Peacock, Jeff Winchenbach*

General Support: *Mary Keysor, Craig Schmechel*

Insurance: *Stephanie Stevens, Laurie Minot*

**MORE NEWS ON
THE JOURNEY ON P. 2**

Publication of *Nursing Bi-Line* has been delayed for two weeks to give full coverage to Journey to Excellence news. Look for *Bi-Line* in the next issue of *What's Happening*.

Journey to Excellence Supply Chain Team

Supply Chain design team tackles system

Annual savings from approved ideas

Oxygen sensors – switch to reusable	\$210,257
Non-sterile gloves – consolidate suppliers	191,603
Chest drainage systems – better price	139,573
Suture removal kits – standardize	25,332
Chart tapes and labels – change supplier	17,468
Oxygen cylinders – reduce excess inventory	12,619
Billing error correction	5,387
Blood pressure cuffs – switch to single lumen	2,308
Energy conservation measures	45,602
Elevator contracts – consolidate suppliers	10,212
OR Scrubs – consolidate suppliers	14,381
Suction Canisters – better price	12,075
Drainage – consolidate suppliers	10,126
Hand Soap – standardize housewide	7,175
Cutter Instruments – consolidate suppliers	36,983
Computer Contract – renegotiate price	32,533
Network interface cards – change	26,483
Personal computers – new configuration	11,147
Computer Accessories – renegotiate price	7,809
Computer Service Agreement – renegotiate price	4,625
Used computers – available for employee purchase	21,625
Printer and fax supplies – change supplier	94,115
Copier paper – new supplier	52,986
Refrigeration units in Richards – energy savings	14,415
Bean wing air handlers – energy savings	9,487
Water conservation	9,388
Exit signs – convert to LED displays	9,051
Heating Pumps – energy savings	8,133
Water treatment contract – renegotiate price	5,000
Dana Center lights – relamp	908
Needleless systems – standardize	127,035
Drug delivery – change from soluset to IV push	78,083
Breast pumps – new supplier	2,070
Cell saver – decrease costs	24,530
Hemoconcentrator – new supplier	5,580
OR shoe covers – optional use policy	4,601
Balloons – new supplier	1,700
Vascular grafts – new contract	12,630
Cardiac valves – consolidate suppliers	300,152
Cardiac valves – convert to consignment	21,596
Cardiac stents – renegotiate price	148,000
TOTAL	\$1,776,294

The Journey to Excellence Supply Chain Team has done a lot of work to identify savings in goods and services, and there is much more to come. As part of Wave One, though, the team is also taking on the supply *process* itself. Their goal is to redesign the way in which supplies are purchased, ordered and reordered, stocked, inventoried, and paid for.

The team received a clear message during Phase One that Maine Medical Center needed to develop a better way to get supplies into the hands of people who need them, when they need them, and ensure that they are accurately restocked and correctly billed. No small challenge, but the team is moving forward.

The team will build on changes already implemented over the past few months, during which Materials Management Director Tom Guare and the new Director of Distribution, Bob Barber, have begun improving the process. They have met with each nursing unit, assigned staff to work with specific units, brought on permanent staff, and improved training.

The goal is nothing less than a new approach that makes the system work better for customers. The team will look at new ways to keep just the right amount of supplies on units at all times, at standardization of supplies, of new ways to order supplies, and

Caring

TO MAKE A DIFFERENCE

June 23, 1999

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.

Pleasing people is their trade!

When asked why they choose to practice their universal trades in a healthcare environment, the overwhelming response was "the desire to work in a 'caring' environment". The folks who work in the Carpentry, Paint, and Sign Shops could take their special skills anywhere but they choose to work in a helping

profession here at MMC because of our people and the mission of the hospital. "This environment attracts the kind of person who has more than just the skill, it involves pleasing people," says Hillary Greene.

"Providing a safe, sound, and pleasant environment for staff, patients, and visitors" is what their jobs are all about. Even with the myriad of outside contractors that are around us everyday, our

women and men are the ones who must maintain this huge physical plant day in and day out. Here are just 2 examples from a long list of regular safety and 'code' checks that must be done.

- Every 3 months, more than 1,000 fire doors are individually checked for integrity against fire and smoke.

- Every Thursday a crew goes into the OR to check out the entire environment from floor to ceiling and everything in between--including the door hinges!

That's impressive! There is a tremendous amount of work needed to keep our buildings in code and these people work with others in the Engineering Department to get this work done.

One of the things the Carpentry, Painting, and Sign staff like about their work is that each day brings another chance to test their creativity. Along with the painting of corridor walls, building of office bookcases, or updating the ever-changing signage and wayfinding system we have here, they get to do some projects that are out of the ordinary.

Every year they create the theme structures for the Quality Fair and Honor Night. They helped to design and build the TV set for the annual



You'll see these Carpentry, Paint, and Sign Shop folks almost anywhere at MMC. AV Photo.

Children's Miracle Network Telethon. And what about those fantastic murals created by Rocky Giguere? They've done everything from painting the morgue to painting the boiler room. They have built everything from a tabletop scale model of the Richard's Wing for a courtroom exhibit to a special protective case for a TV in a burn patient's room.

"In many instances we are able to go a little further for the customer than the guys from the outside", says Rob Dalpee, who has worked in the Paint Shop for 15 years. "I think they trust us more because they know the quality of the work we do and that the job isn't finished until you're satisfied".

Hillary says she enjoys improving the work environment for staff by making their space more comfortable and workable. "We've got 4,500 potential customers out there", says Norm Beaudoin, "and we want to do the best job we can every time because a lot of these people we know as friends."

Getting the work done in a 'working environment' can be a constant challenge to maintaining patient and employee safety. The painters and carpenters must plan their work so it can be done in the least obtrusive way while trying to be "patient and considerate" of the needs of patients and staff they are working around.

When the 24,000 annual work orders aren't keeping them hopping, this crew is out helping to remove snow in the winter or do lawn care in the springtime. They are also on call and have had to respond to various disasters and emergencies over the years.

Here are some more 'fun facts'

to think about when you start to get overwhelmed with keeping your own home in order:

- 1,200 keys made or maintained in a year
- 350 office doors needing nameplates
- 600 gallons of paint used in a year

Dealing with angry customers

Even though we do our best to serve our customers -- both internal and external -- we will at times encounter the occasional upset individual along the way. It is important to deal with the concern as soon and as effectively as possible. A study conducted by the Technical Assistance Research Program discovered that 96% of a business' customers don't complain when they have a problem. This means that for every complaint the average business receives, there are 24 silent unhappy customers.

Another study found that each unhappy customer told 11 other people who each told 5 people. That's 67 people in all! It is easy to see how quickly this negative experience can spread and affect the perceptions of other potential customers or patients. So remember, you want custom-

ers to complain! Although this experience can be anxiety-provoking, here are some tried and true ways to handle the situation.

What does the upset customer want?

• *To be taken seriously* He wants you to be confident, professional, and to respond seriously to the concern.

• *To be treated with respect* The upset person doesn't want condescension or arrogance. She wants you to treat her concern with respect.

• *Immediate action* He wants you to do something now. You may be able to rectify the concern right away or you may need to tell them specifically what can be done and when so they know where the concern stands. If you have to check with someone else-- such as a supervisor-- before taking action, let them know this. Most people will understand, especially when they know you are trying to help.

• *To be listened to* What the upset customer wants first is to be listened to. It is difficult to listen carefully in a tense situation. In order to do this effectively, you need to have well-developed listening skills.

Next month in Part 2 of "Dealing With Angry Customers", we'll review some effective communication strategies that will help you listen actively and respond in a positive way.

Source: *Calming Upset Customers*, R.L. Morgan, Crisp Publication, 1996

Caring To Make A Difference is a monthly publication of the Continuous Productivity and Quality Improvement Office. Ideas, questions, and comments may be directed to the Editor, CPQI Office, at 871-2009, Fax 871-6286.

MMC blood drive a huge success!

Thank you to all for participating in the June 11 American Red Cross Blood Drive. It was very successful: 87 pints were donated, an increase of 56 pints over the last drive in September 1998!

The winner of the TV drawing was Marti Hawkins, Surgery.

Watch for the next MMC Blood Drive, scheduled for September 17!

Cool off with an ice cream!

The Coffee Shop offers a weekly ice cream special all summer.

SUPPLY CHAIN, FROM P.2
much more.

One approach, for instance, might be an "advanced replenishment system". That's a complicated phrase that describes a way to simplify inventory management. Here's how it works: when a nurse takes one "item X" for a patient, the item is automatically charged to the bill and a re-order is automatically placed. Then, daily deliveries from a warehouse keep the number of "item Xs" on the unit at the right level so the nurses don't run out. It's not as simple as it sounds, but with the right computer systems and staff education, it can work.

This and other ideas should make it easier to have what you need, when you need it.

MMC Employee Craft Fair

Are you a crafter?



You're invited to participate in a Fall holiday craft fair to benefit The Barbara Bush Children's Hospital at Maine Medical Center. Interested crafters may call Lori Sweatt, 885-5857, or email LSweatts@aol.com

Healthviews

Maine Medical Center's Health Information Television Program

Watch *Healthviews* all summer for information on
• Poisonous Plants • Edible Plants • Pests • Allergies & Asthma • Ozone • Healthy Cooking •

Healthviews airs on Community Television Network TV4,
Thursdays at 2 PM and 8 PM; Fridays at 7 AM.
For more information, call Janet Alexander, *MaineHealth*, 775-7001.

Healthviews

Maine Medical Center's Health Information Television Program

Maine Medical Center wants *Healthviews* to help you live a healthier life. To ensure that we create a program that will meet your needs, we will hold focus groups to gather your opinions, reactions, and suggestions. If you would like to participate, please call 775-7001. You will be paid for your time.

Healthviews airs on Community Television Network TV4,
Thursdays at 2 PM and 8 PM; Fridays at 7 AM.

ITV is coming!

ITV is MMC's new interactive television system and it's coming to patient televisions this year!

It will give patients and families another way to:

- access information about MMC services
- respond to satisfaction surveys
- view patient education videos
- and more!

You'll be hearing more about this exciting new service soon!

Journey to Excellence

Do you have questions, ideas, or comments?

- Call the Journey to Excellence voice mailbox. Dial 871-6996 and follow the prompts. The mailbox is 10035.
- Send an email to "journey".
- You can even send a postcard! Look for the Journey to Excellence "mailboxes", coming soon to all campuses.

PUMPS, FROM P.1

here is that some mothers need a pump to begin establishing their milk supply before they leave the hospital. Twenty percent of babies are born prematurely; a high number of their mothers want to begin breastfeeding. Since many of these babies are NICU patients and can't nurse, their mothers need to pump. Being able to pump breastmilk for their infants promotes attachment between mother and baby, and improves the health of the baby. Many of these mothers feel this is the only thing they can do for their babies when they are in the high acuity environment of NICU."

All of the pumps MMC offers are made by Medela, a respected manufacturer, and are priced comparably with others rented or sold locally. The pumps available at MMC are in three price ranges. "It's important to match a pump to the mom's needs," says

Bettencourt. This resource has been available to any woman in the community since May 17.

MMC employees may use their Health Care Reimbursement Accounts to recover the cost of pump rental if it is not covered by insurance.

The patients seen by the consultants are not always mothers who have just delivered their babies. Some are women who are hospitalized for some other reason. Any nursing unit can call upon the services of the consultants for current information on medications, weaning, maintaining supply, and other concerns.

To purchase or rent a breast pump from MMC, call 871-4555 or 871-6132 for more information.

Pump room available to breastfeeding employees

MMC's lactation consultants advise MMC patients and are also available to MMC employees. Mothers who work at MMC will find it convenient to walk down the hall from the Employee Pump Room to see a consultant or nurse if she has questions or concerns about breastfeeding.

The Pump Room has moved to P2C, directly above its previous location, and is adjacent to the Family Birth Center. The lock combination remains the same; it is available at the Family Birth Center Nursing Station.

As always, the consultants can be reached at 871-4555.

Support for those affected by epilepsy

The MMC Epilepsy Support Group will meet Monday, July 12, in Dana #9, from 1900 to 2030 hours. Anyone with epilepsy/seizures and their family members, friends, or co-workers are invited. For more information, call Debbi, 800-660-7832.

Call K-A-F-E (x5233) to find out what's on the menu in the Cafeteria! You'll hear the soups, hot entrees, heart healthy, and vegetarian choices, and grill offerings for the day.

MMC Family Practice Center Block Party

Saturday, August 7, 1000 -- 1400 hours
India Street (just below Congress Street)

MMC Family Practice celebrates their new building at 272 Congress Street (the old Levinsky's location)

- Come for
- health screenings
 - tours of the new building
 - live entertainment
 - games for the kids

All are welcome to join in this celebration of care and community in Portland's East End!
Raindate: August 14. Call 871-2196 fmi.



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

1997 Nissan Sentra XE, silver, 5 spd, A/C, 48K, warranty. \$7,000. Call 883-7729.

1987 Pontiac Grand AM, white, 2 door, sport coupe. Elec. windows, doors, seats. CD player, gray interior, sun roof. 164K miles. Needs front tie rod for sticker. Have all paperwork for other work done. \$500 firm. Call 797-4336.

22" self-propelled lawn mower. Needs service. Call 773-2427.

3-4 BR, 1 BA ranch, 2 car garage, approx. 1 acre. Abuts Windham reservoir and ROW to Pettingill Pond. Fenced yard, garden. 1 mile to shopping center, 30 min. to Portland. \$115,000. Call 892-1645 evenings.

1 bar bell w/several weights, \$75 or BO. 1 Chin Chilla w/lg. cage, \$100 or BO. Call 773-2638.

Australian Shepard puppies. Can leave mom June 9. Blue Merle, tri color and red puppies available. \$300-\$400. Call 642-7981.

Almost two camps, pristine lake, near Baxter Park, Mt. Katahdin, beach, furnished. \$5,300. Leased land. Call 207-657-2104.

1998 Nissan Altima GXE, champagne. Loaded, sunroof, CD/tape. 37K miles. \$14,300. Call x6197.

Large Kenmore W&D, 2 ° yrs old, exc. cond. New, \$900, asking \$400. Baby clothes, equipment: white wooden high chair, new LL Bean bicycle seat, car seats, Bellini crib, etc. Any reasonable offer. Call 883-8060.

1994 Ford Probe, red, A/C, cruise control, 5 speed, 4 cyl., 2

door hatchback, well maintained. 88K hwy miles. Must sell, leaving USA. \$5,200 OBO.

Full-length door darkening shade, fixtures. Used short time, has side headed chain to pull up and down \$25. Water Pik w/new pik, electric \$15. Chimney cup for burning wood, stainless steel, \$20. Call 797-7929.

18' 1980 Prindle catamaran w/ Tee Nee trailer, 1 set of sails, \$1,900. Call 799-8429.

Quality Cape on double lot. Front to back LR w/fireplace. FR off updated eat-in K. Screened porch, 2 ° BA, finished basement. Landscaping, granite walkways, laundry chute, many extras. Shown by appt. \$169,500. Call 773-1943.

FOR RENT

Kennebunk Beach cottage. Six BR, 3 BA w/W/D and fully equipped K. Secluded. Walk to beach. Available for rent weeks of 9/18-9/25, 9/25-10/2, 10/2-10/9, 10/9-10/16. \$900/week. Call 871-4225 or 985-6560.

Spacious 1 BR apt. near Westbrook campus. First floor of 2 family house. Garage parking, lovely porch, lg. K, good closet space, huge yard, quiet street, W/D, short or long term. \$700 plus heat (oil) and utilities. Avail. July. Call 878-5841.

Cousin's Island. 2 BR, immaculate cottage, beach, dock and very quiet. Call 839-3725.

4 BR Back Bay area. Safe, quiet location, FP/LR. \$1,200/mo. + utilities. Avail. August 1. Call 780-8184.

Camp on central Maine lake. Sleeps 6. Beautiful private spot with amenities. Use of paddle boat and canoe. \$450/week thru August. Call 353-9720 days.

E. Prom area. 1 BR apt. NS, no

The deadlines for announcement-length items and **MARKETPLACE** are July 7 for the July 21 issue and

July 21 for the August 4 issue.

All items must be in writing. Information for *What's Happening* may be sent by inter-office mail to the Public Information Department, by email to FILIPL, or by fax to 871-6212.

pets, laundry & parking included. \$475 + utilities. Call 774-5353.

Pine Point, Scarborough. 21 East Grand Ave. Sept. 1 through May or June. 3 BR house, 300 steps to the beach. Porch, deck, W/D. Call 773-1943.

3rd floor of historic West End house. K, 3 ° rooms, 2 BR. H/HW and W/D incl. Off-street parking avail. during snow bans. Ample parking in front of apt for 1-2 cars. Start July 1 w/1 yr lease. \$900/mo. Call 828-1527.

ROOMMATE WANTED

To share lg. 3 BR condo in OOB, ° mile from beach, 20 min. to Portland. \$300/mo. + utils. Call 934-0785 or 791-5781.

CHILD CARE

Retired day care teacher/grandmother avail. to care for infants/toddlers in own home 2-4 days/week. North Yarmouth area. Exc. local refs. Call 829-3571.

Professional nanny w/10 yrs childcare exp. seeks full-time nanny position. Call 781-3671.

SERVICES

House-sitting. 21-year-old non-smoking/drinking male will house sit. Loves animals. Call 781-2996.

What's Happening?

at Maine Medical Center

All month **Healthviews.** Comm. TV Network TV 4,

Thursdays, 1400 and 2000 hours; Fridays, 0700 hours.

July 12 Epilepsy Support Group meeting, 1900 hours, Dana #9.

July 14 Ethics Forum, 1500 hours, Dana #3.

Aug. 7 MMC Family Practice Center Block Party.

Southern Maine Prostate Cancer Support Group

Meets the 2nd Tuesday of each month in the Dana Center, 1830-2030 hours.

Men seeking support and information from men who have dealt with prostate cancer are welcome.

Guest speakers.

The Burn Support Group meets the second Sunday of each month, 1400-1600 hours, Dana Center Classroom 5.

For more information, call 871-2475.

NEW EMPLOYEES

CARDIOLOGY: Richard Stegeman, Jr.

CENTRAL SERVICES DEPARTMENT: Victoria Pearson

ENVIRONMENTAL SERVICES: Mary Lafond, Dixie-Lee McGraw

FOOD SERVICES: Matthew Luxton, Amy Sprague, Jonathan Balzano-Brookes

HUMAN RESOURCES: Myra Lawless

INFORMATION SERVICES: Brock Major, Michael Butt

LINEN SERVICES: Hazim Mehinovic

NURSING: Cheryl Higgins, Heidi Manchester, Stephanie Meck, Jean-Marie Pecorelli, Judy Plante, Jennifer Plummer, Shelley Riiska, David Seale, Tracey Weatherbie, Julie Mae Wiles, Kristie Bilodeau, Daniel Feltovic, Elizabeth Wyrick, Beth Ashmore, Tracy Beckwith, Carrie Bianchi, Holly Bouchev, Melissa Burrows, Sandra Cole-Bousquet, Jennifer Cuddy

ONCOLOGY ADMINISTRATION: Maria Verdolini

OPERATING ROOM: Jeffrey Anderson

PULMONARY: Tracy Albert

RADIOLOGY: Roger Weeden, Mandy Rowna

VOCATIONAL SERVICES: Sheen Saint Paul

About People

• **Cindy Croteau**, Administrative Assistant and Residency Program Coordinator, OB/GYN, has been named Region 1 Representative for the Association of Residency Coordinators in OB/GYN, a new division of the Council of Residency and Education in OB/GYN. Cindy and four other coordinators will represent the country's five regions.

• MMC was represented by 42 members of the **Freewheelers**, made up of employees, family, and friends, in the American Lung Association Trek Across Maine Sunday River to the Sea. **Mike Swan**, Associate Vice President for Operations, was recognized as one of seven riders who have completed the Trek each of the 15 years it has been held. He and the other six riders were honored and had their numbers retired (Mike's is #7). Approximately 1,600 riders completed the Trek this year.

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.

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What's Happening?

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