

What's Happening

a newsletter for the employees of Maine Medical Center

January 12, 1994

Vol. 25, No. 1

Portland's hospitals pursue the "Vision"

Neither rain, nor snow, nor the Holidays have kept Portland's three acute care hospitals from pursuing the "Vision of Cooperation and Collaboration" endorsed by their trustees last Fall. A Governance Steering Committee has been hard at work developing a blueprint for turning the vision into reality.

The resolutions passed by the trustees of Brighton Medical Center, Maine Medical Center, and Mercy Hospital called for the three hospitals to develop a plan for an integrated health care system for Greater Portland. That move would involve integration and consolidation of services, and the development of a governance and management structure for the three hospitals.

The Governance Steering Committee has been charged to have a plan ready for a final vote by the three boards by April 30. No small task, but one that is as necessary as it is important. "Health care will be changing dramatically in the next few years," says MMC President Don McDowell, "and Maine is ahead of the game already. We have the chance here to be an integral part of the change process, but we must move quickly."

Governance Committee at Work

Each hospital has five representatives on the Governance Steering Committee: three trustees, the medical staff president, and the president. In addition, a representative of the Bishop of the Diocese of Portland attends the meetings to represent the interests of the Catholic Church relating to Mercy Hospital.

The Committee has met several times, with early meetings devoted to laying the groundwork. The group has spent time learn-

ing about the cultures and values of each hospital, to better understand them as the discussions progress.

"We have three institutions with different traditions," MMC President Don McDowell explains. "Brighton Medical Center has an osteopathic tradition, MMC is a statewide tertiary care hospital, Mercy Hospital has a Catholic tradition, and all three are involved in teaching in varying degrees. This is a 'mixed marriage' that will require sensitivity to those differing traditions if it is to succeed.

"What we've found, interestingly enough, is that there is little difference in the basic values of the three hospitals. Our fundamental reasons for being are not that far apart. We have different approaches to our missions and use different language to talk about it, but we're all in the same business. I think this is a good sign for our efforts to come up with a single mission for an integrated system."

Anti-trust an issue

The Governance Steering Committee has also heard background presentations on anti-trust law. Anti-trust laws were developed to prevent one organization from gaining too great a share of the market. The most familiar example of how those laws work was the forced breakup of the Bell Telephone System.

The future of the cooperation efforts of Portland's hospitals depends on government approval consistent with the dictates of anti-trust laws. State and federal officials will have to determine that the public good from consolidation of the three hospitals outweighs any disadvantages.

Some progress has already been made in that direction, with the passage of a first-in-the-country Hospital Cooperation Act in Maine

VISION, SEE P.2

VISION, FROM P.1

two years ago. The law allows, with certain conditions, hospitals to discuss collaborative efforts without fear of violating anti-trust laws. Further legislation will likely be necessary to allow implementation of the "Vision" in Portland.

Already, Maine Assistant Attorney General Stephen Wessler has begun review of the consolidation plans. The three hospitals are voluntarily providing volumes of information, background documents, and records to assist Wessler in his review.

Staff works on details

Two staff-level committees have been formed to assist the Governance Steering Committee: the Physician Advisory Group and the Administrative Advisory Group. They will work with consultants to provide the details needed for the recommendations that will go to the boards in April.

For instance, the Administrative Advisory Group is in the midst of a study to determine the economic impact of the consolidation of services. Those potential savings will be essential if the boards are to be convinced that the plan is viable. Further, savings to the community are important in seeking the support of state officials and the legislature.

Other issues still to be addressed include the credentialing and privileging of a single medical staff, the impact of teaching and research programs, the concerns of the Catholic Church, and the "nuts and bolts" of governance and management.

"There is much to be done," McDowell says, "and we've set an ambitious time frame. The nature of this early work requires small, high-level committees, but as the process continues, we will need the assistance of a wider and wider circle of people at the three hospitals. Ultimately, we all will be part of the changes to come.

"Change is always difficult and unsettling, but the changes we make here in Portland can be very exciting as well. If we can make this work, we'll serve our community and set our own course for the future at the same time."

"Lite'n Up a Little"

Noticed anything new in the Cafeteria? Those who frequent the Harmony Snacks bins may have. What do those little red numbers mean? Are they prices? The weight? A limit on the number of pieces you may purchase? The greatest number of servings you are allowed per day in a well balanced diet?

The Department of Food and Nutrition Services is launching a program designed to provide nutrition information to staff and guests at MMC. The program, *Lite'n Up a Little*, is all about fat. Diets high in fat have been linked to obesity, heart disease, and certain types of cancer. The recommended level of fat in the diet is 30% of total calories. In addition to endless inquiries about the fat content of various foods, nutrition professionals are frequently asked about guidelines for a desirable fat intake. *Lite'n Up a Little* will help Cafeteria customers answer some of these questions for themselves and enable them to make informed food selections.

So, what do the little red numbers mean? As you may have guessed, the numbers indicate the number of grams of fat per one ounce serving of the snack. To make this number meaningful, you need to determine the number of ounces purchased when you weigh it at the checkout. Multiply the number of ounces by the number of grams of fat per ounce to get the total amount of fat. To fit this number into the grand scheme of things, you need to have a personal fat intake goal. Guidelines for recommended calorie and fat intake are available in the nutrition boxes near the Cafeteria check-outs.

The program will highlight different areas of the Cafeteria through 1994. Since the program is new, your comments and suggestions are welcome. Leave them in the Suggestion Box in the Cafeteria. For those who count fat grams now or want to start, Food and Nutrition staff are developing a resource manual containing nutrient information on all items sold in the Cafeteria.

Happy counting -- and *Lite'n Up a Little!*



NURSING BI-LINE

A publication of Nursing Services

Nurse to Nurse

Quite recently I enjoyed the privilege of sitting with some new MMC nurse colleagues to discuss our Philosophy of Nursing, a statement of our beliefs about nursing and nursing practice within the framework of MMC's mission. This Philosophy provides the foundation upon which all of our services and systems are built. It defines the uniqueness of what we do and acknowledges the value of teamwork within nursing and with other disciplines to achieve optimal outcomes for patients and families. The Philosophy also speaks to the continued learning needs to ensure staff remain current in theory and skilled in practice. Research, the third component of our mission, affords us opportunities for advancing the care we give through improved standards, evaluation of outcomes, and development of Nursing's body of knowledge.

Reading through this statement of philosophy once again makes clear why we are here

and the importance of what we do. I would recommend that each of you take a minute to reread the Philosophy, and perhaps even discuss it again with a colleague.

As our institution and the health care system of which we are part change over the next months and years, there will still be an irrefutable need for nursing. For, as Virginia Henderson said and is restated in our Philosophy:

*Nursing is primarily helping people, sick or well, in the performance of those activities contributing to health or its recovery (or to a peaceful death) that they would perform unaided if they had the necessary strength, will, or knowledge. It is likewise the unique contribution of nursing to help people to be independent of such assistance as soon as possible.**

—Judith T. Stone, RN
Vice President, Nursing

*Henderson & Nite, *Principles and Practice of Nursing*,
6th Edition, 1978.

Research Circle

MMC's Nursing Research Committee convened in November 1993. Members of this new standing committee will extend the work of the Nursing Research Advisory Group which was successful in raising overall awareness of nursing involvement in research through the annual Research Poster Fair as well as with the hiring of Maine Medical Center's first doctorally prepared Nurse Researcher.

Members of the research committee include nurses who provide leadership in a variety of care settings. These include **Kathleen Bennett**, SCU; **Claire Berg**, R9W; **Linda Brewster**, R1; **Sue Farrell**, Dialysis; **Karen Johnson**, NSI; **Janice Lahti**, P3CD; **Anita**

Marston, R2; **Gail McNalley**, Pediatrics; **Eunice Messler**, Westbrook College; **Ellen Murphy**, PACU; **Suneela Nayak**, Staff Development; **Laura Paldino**, P4CD; **Linda Pearson**, Nursing Resources; **Alyce Schultz**, Nurse Researcher; **Betsy St. Germain**, Oncology Nurse Specialist; **Mary Beth Stever**, Float Pool; **Susan Taylor**, St. Joseph's College; **Kathleen Viger**, Clinical Director; **Susan Vines**, USM; **Vicki Webster**, Nurse Analyst; and **Jackie Edgcomb**, Policies and Clinical Resource Specialist.

Dr. Alyce Schultz will serve as chair of the committee for the first year; Linda Brewster, RN, MSN, Assistant Head Nurse, R1, is Vice-Chair.

The purpose of the committee is to improve the quality of nursing care through the generation, development and utilization of research for nursing practice. Initial efforts will be to facilitate educational programs that will upgrade research knowledge for nurses and promote a professional climate that values and advocates for research based practice.

The next scheduled educational program on "Developing a Researchable Practice Issue" will be from 0745 to 0900 in Dana Center Classroom 1 on January 12. The program will be repeated from 1900 to 2000 in the Cafeteria on January 13. Stay tuned to this column for future research activities!

--Linda Brewster, AHN, R1

--Alyce Schultz, Nurse Researcher

Innovative Ideas

R7's Continuing Education Committee has some ideas which have been well received in educating and assisting staff. First, they developed a *pocket reference guide*. R7 staff members were polled for input on what would be most useful and pertinent to them. The handy pocket reference includes frequently used phone numbers, common lab values, graphic charts on the effects of most cardiac medications, pacing nomenclature, normal ABGs, drug calculations, and IV rate calculations to name but a few.

Second, committee members spoke with experienced and new RN staff about what they would have found helpful as an orientee. With this input, an *orienteer reference manual* was developed that includes several "self studies." These self studies include information relevant to R7 patient diagnoses and care issues: MI, PTCAs, breath sounds, renal failure, diabetes, and cardiac diet teaching, for example. There is also a self study on how to delegate. The manual is in the final stages of development and expected to be available to staff (both new and old!) by the first of the year.

For more information, please phone Cindy Young, R7, x2708.

Publications and Presentations

• **Patricia Bolduc, RNC**, Float Pool, and **Donna Libby**, Nursing Staffing Manager, presented their poster, "Budgeted Float Pool: Orientation To A Specialty Unit Of The Future," at conferences in Philadelphia, Williamsburg, and at USM in Portland, in October and November. The poster briefly describes the orientation process of a new nurse to the Float Pool.

• **Sylvia Simms, LPN**, Float Pool, was a featured speaker at a workshop in November. The workshop, "A Woman's Forum: Celebrating the Seasons of Our Lives, Embracing the Journey," was sponsored by Maine Medical Center's Department of Psychiatry.

• **Night Shift RN Level IIIs, Dorothy LaMarre**, Float Pool, **John Duarte, R4**, **Susan Smith-Drew, P4CD**, **Jeff Prescott, P3CD**, **Julie Longfellow, SCU**, **Colleen Hutchinson, SCU**, and **Kevin Griffin**, Night Supervisor, will present "The Night Thing" on a regular basis.

"The Night Thing" will feature 30 minute and 1 hour educational programs on a variety of topics and may offer CEUs for many of them. The sessions will be held twice during the first Tuesday night of every month at 0200 and 0300. Watch for bulletins to list details, topics, and locations. Of course, all shifts are welcome, and the group welcomes any ideas you might have for possible topics. Call Angela York, RN, x2363, for more information.

• **Susan Garrett, RN**, Parenteral Therapy Nurse Clinician, has had her poster, "An Historical Inquiry: IV Nursing in an Acute Care Hospital 1945 to 1959," accepted for presentation at the IV Nurses Annual Convention in Denver, Colorado, this April.

Spotlight on...

...**Elaine Connolly, NA**, Float Pool, who graduated from the Masters Option program at the University of Southern Maine, in December 1993.

...**Rita Menard, RN, P1C**, who has passed the Nephrology Nursing Certification examination and is the first nurse on P1C to accomplish this.

Vicki's Dilemma

Vicki has been a patient on R4 since January 1993. When Vicki was a baby she was diagnosed with Werdnig-Hoffman's Disease, a rare form of Muscular Dystrophy. The doctors did not expect her to live past her fourth birthday. She has obviously beaten the odds at thirty-one years of age but not without pain, disappointment, and a great deal of struggle.

The first time I cared for Vicki I saw a tiny 42-pound body with disease-deteriorated muscles and joints and a spinal curvature, curled up in bed and attached to a breathing machine and a tube feeding machine. I thought, "She seems so helpless." Vicki opened her eyes and I introduced myself as one of the nurses who would be taking care of her. Before long she began communicating with me from a letter board her twelve-year old nephew had customized for her. Many months have gone by now and I don't think of Vicki as "helpless" anymore. I've gotten to know the person behind the disease and the machine.

Due to Muscular Dystrophy, Vicki only has the use of her right hand. She uses the television remote control, does beautiful cross stitch, writes letters to her two pen pals in England, and feeds herself. Vicki loves Elton John and recently went to one of his concerts. She used to enjoy talking on the phone but the ventilator makes that impossible now. If you walked into Vicki's hospital room, you would notice she loves cats; she is surrounded by cat figures, pictures, and cards. She has a cute cat at home called Amyscu.

Vicki has had some difficult decisions to make. She had to ask herself whether she would want to die naturally or prolong her life on a ventilator. Vicki is not ready to die, so she chose the ventilator and the restrictions it causes. She also wants to go home with her mother and brother to enjoy what life she has left. She believes that home is where she will be happiest and where she will have quality time. Vicki has been relentless in her pursuit to live at home on a ventilator and has become an advocate for all patients on ventilators. She

believes that hospitals and nursing homes should not be the only options for people who are ventilator dependent.

At the beginning of September, Vicki showed me a letter she had written to 6Alive! health reporter Diane Atwood telling of her dilemma of wanting to go home but not having money to pay for nurses qualified to care for ventilated patients. With the help of the Maine Advocacy Service and a great deal of collaboration with R4 Staff, Vicki's wish will come true: she will be going home.

I am proud to know Vicki: a strong, assertive woman fighting for some quality of life. I understand her struggles and, as a professional nurse, have been privileged to be her "care advocate" and to help her realize her dream against great odds. I also believe that Vicki's story illustrates how the role of the nurse is changing as the practice setting we are accustomed to shifts from the acute care hospital to the home.

--Ellie Spear, RN, R4

Policies & Clinical Resource Systems Specialist Named by Nursing Services

I am excited to be a member of the MMC community as I complete my fourth week as Policies and Clinical Resource Systems Specialist. The warmth and helpfulness of my welcome has far exceeded my expectations and the challenges within the organization are stimulating. The responsibilities of my position include professional support and consultation to colleagues who are working toward the development of clinical systems promoting nursing practices and quality patient care.

My background in professional nursing includes a baccalaureate degree in nursing and a masters degree in public health from the University of Michigan in Ann Arbor. As a staff nurse at the University Medical Center, I learned the challenges of providing humanistic patient care in a "high tech" environment. A member of the Detroit Visiting Nurse Association, my challenges turned to providing care to an inner city population of clients with acute and chronic illnesses and few resources to

manage them.

The opportunity to “try my wings” at teaching in an entirely different environment brought me to Maine. I have held full-time faculty positions in public and private institutions. With the completion of a PhD at the University of Michigan School of Education, my interests brought me to leadership roles in nursing education in Maine and New Hampshire. I had the opportunity to design nursing programs, develop infrastructures to support them, and work at an institutional level in strategic planning and grantsmanship.

These experiences have led me full circle to an evolving medical center preparing for the 21st century. During these first weeks at MMC, it's been my privilege to hear many of you speak of the need to examine traditional thought about such issues as “policies and procedures” and to think about developing systems that define our practice, validate its economic value, and support our contributions to the well-being of the public we serve. Your words have been energizing. I look forward to working with you in achieving these goals.

--Jacqueline K. Edgecomb, RN, PhD

New Clinical Director Joins Perioperative Team

I feel fortunate to return to Maine Medical Center, where I began my career in health care. Having spent my early years in Minnesota, I decided to move to Maine and, though I intended to stay for only two years, I'm finding that I've spent nearly half of my life on the East Coast.

I worked for several years as a surgical technician here at MMC, then decided to further my education by pursuing a nursing degree from the University of Southern Maine. Upon graduation, I returned to the OR and worked as an evening charge nurse. Later, I accepted the opportunity to develop and manage the first free-standing surgical center in Maine.

My experiences at Plastic and Hand Surgical Associates were many and varied. I wore a variety of hats, from materials manager to OR

director to budget director. The small ambulatory surgical setting provided me with an opportunity to create what I perceived to be the ideal patient encounter while offering me many challenges in providing surgical care at a site which was physically distant from the traditional surgical setting.

After several years of managing the surgery center and working as a consultant to other fledgling surgical centers, I decided that I needed further education. I realized that a lot of what I was doing on the business and administrative side was being done “by the seat of my pants.” Although I thought of going to business school, I didn't want to give up an advanced degree in nursing. As I was grappling with the choice of business or nursing graduate school, the Commonwealth Fund, a well-endowed fund located in New York City, was encouraging some universities to develop joint degree programs. The goal was to graduate students who understood how health policy relates to economics and would be able to influence the quality of patient care in both nursing and non-nursing departments.

The Commonwealth Fund also developed an Executive Nursing Fellowship Program. After applying to the program, I was selected as a Fellow and attended the University of Virginia. My experiences at “The University,” as it is known in Virginia, were both challenging and rewarding. Frequently, I wondered why I'd thought graduate school was a good idea, but just as often, I would have an “aha!” experience and felt all the toil was worth it.

Now I'm back in Maine and ready to apply the skills I've gained both academically and professionally to the perioperative area. The warm welcome I've received is exciting. I believe MMC's staff recognizes that we've entered an era of tremendous challenges: one of balancing quality patient care with cost-reduction measures. I believe we are ready to accept the challenge.

--Marty Riehle, RN, MBA, MSN

Nursing Services publishes *Nursing Bi-Line* every eight weeks. Comments, questions, and suggestions are referred to Derreth Roberts, MS, RN, Editor, 871-2009-2.

MARKETPLACE

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

FOR SALE

1985 Toyota pick-up truck w/cap. New brakes, new tires. Sticker, some rust. 85 K miles. \$1,300. Call 775-0819.

Thomas the Tank Engine/Shining Time Station game for Super Nintendo. Brand new. Paid \$65, asking \$50. Call 892-0812.

Young Chang upright piano, 5 years old. Perfect cond. Black lacquer finish. Asking \$1,875. Call 799-3075 after 6 PM.

2 BR, 2 bath condo, The Williamsburg. Underground heated parking w/storage area, on-site maintenance, security, balcony. \$90,000. Call 967-3936 days, or 985-9729 or 774-2057 nights.

92 Honda Civic DX, 3 door, 5 SP, 24 K, A/C, AM/FM/CD, 4 studded snows, 4 summer tires. Exc. cond. \$9,000. Call 793-4602, leave message.

Weight bench, cast iron weights, BO. Slide projector w/TV screen, exc. cond., BO. Brown suede backpack, The Gap, \$50 or BO. Call 767-2421.

Star-D 60 enlarger, \$85. Call 781-4775 or 871-4226.

AKC beagles, born 11/11. Ready for new homes. Dewormed, and have had shots. \$200+ depending on M/F. Call 282-3765.

Reebok aerobic step with video. Barely used. \$75. Call 985-6833.

FOR RENT

2 BR condo overlooking Androscoggin River and mountains. Downhill, x-country trails, hiking, heated pool, laundry, jacuzzi. 5 miles to Sunday River. Call 767-4622 or 767-5391.

3 BR house, conveniently located in Gray, LR, DR, K. Porch/deck, small barn/garage. All new systems, office. \$750/mo. + utils. Sec. dep. req. Call 797-5887, evenings. Avail. 3/1.

2 BR apt. outer Forest Ave., garage, parking, patio, hardwood floors, W/D hookup. \$550/mo. Call 772-3475.

2 BR, 2 bath condo, The Williamsburg. Underground heated parking w/storage area, on-site maintenance, security, balcony. \$650/mo. Call 967-3936 days, or 985-9729 or 774-2057 nights.

Condo avail. near skiing, indoor pool. 2/11-18. \$80/night, or \$500/week. Sleeps 4. Call 773-2638.

Rosemont area, Wolcott St. 3 BR apt., parking, W/D hookup. \$650/mo. + utils. Avail 2/1. Call 883-1206.

2-4 room office suites, common waiting area, off-street parking. Corner of Deering and Mellen. \$375-\$450/mo. Sec. dep., 1 year lease. Call 874-1140 x293.

Grand Ave., OOB. 1 BR condo on beach. K, swimming pool, parking, security. \$600/mo., year-round. Call 892-8385.

20 min. to MMC, oceanfront, 1 BR, L-DR, K, W/D, furnished or unfurnished. Avail until 6/15/94. \$500/mo. incl. utils. Call 282-0581 or x4946.

The deadlines for announcement-length items and **MARKETPLACE** ads in *What's Happening* are
January 12 for the January 26 issue
and
January 26 for the February 9 issue.
All items must be in writing.

ROOMMATE WANTED

M/F, N/S to share home w/F. OOB, near beach, lots of storage. \$325/mo. includes utils., cable, W/D, parking. Call 934-7098.

F, N/S to share West End condo. Teacher/owner uses part-time. \$325/mo. incl. all. Call 775-0738.

CHILD CARE

Overnight child care provided. Clean, secure environment. \$2.50/hr. Refs. Avail. Call 773-2638.

WANTED

Students for private band lessons, instruments provided by qualified, exp. professional. Low rates. Call 773-2638.

Used sewing machine in good cond. Portable preferred. Call x2733.

Mini-trampoline in good condition. Call 797-7927, leave message.

Housecleaning jobs. Painting, wallpapering jobs. Ref. Free estimates, multi-room discounts. Exc. refs., reasonable rates. Call 767-5752.

Marbles. Call 774-8948.

Medical transcription jobs. Pick up and delivery. Computerized system with laser-finished work. Call 839-3725 or 797-2697.

K, bath, other home improvement jobs. Call 774-6556.

Students to learn classical guitar. Call 878-5769.

Construction jobs, remodeling to new construction. Vinyl replacement windows. 12 years experience. Free estimates, refs. Call 897-0070.

PLEASE NOTE

If you would like to submit *any* kind of advertisement, notice, or other item for inclusion in *What's Happening*, it must be double-spaced and you **must include** the name, department, and telephone extension of a contact person. Help make it easier for editorial staff to clarify information submitted for publication!

What's Happening at MMC

- Jan. 12 EAC meeting, 1500-1600, Dana 2.
Jan. 18 *Care & Handling of Fresh Flowers*, 1630-1730. Call x4707.
Feb. 14 A Fair of the Heart, 1000-1500, Dana Lobby. Watch for details.

1994 new employee CPQI training

Training sessions for the remainder of the year will be announced at a future date. Please note that dates for the sessions for February and April have been changed or corrected.

February 14	0800--1200	Dana #7
March	No training scheduled	
April 4	0800--1200	Dana #7
May 16	0800--1200	Auditorium
June 13	0800--1200	Dana #7
July 18	0800--1200	Dana #7
August 15	0800--1200	Dana #7

If you are a new employee, Human Resources staff will register you for a session as part of your orientation. If you have never participated in CPQI training, you can register by calling the CPQI Office, x2009.

About People

- **Jeffrey C. Sanborn, CSP**, Safety Manager, has completed all requirements for certification as a Certified Safety Professional. Certification is awarded to those who meet academic and professional safety experience requirements and pass required examinations covering engineering and management aspects of safety, applied safety sciences, legal and regulatory matters, professional affairs and ethics, and other matters.
- **Jackie Merrill, MS, RD, CDE**, Outpatient Clinic, has met the criteria necessary to become a Certified Diabetes Educator. She has completed requirements for professional education and for experience in diabetes education and demonstrated knowledge about diabetes care and patient education.
- **Eric Anderson**, Director, User Services, was named President-Elect of the Medical Information Systems Association. He has just completed a 2-year term as Treasurer for this organization of 200 hospitals in the U.S., Canada, and Europe.

What's Happening is published every other Wednesday 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.

NEW EMPLOYEES

CARDIOLOGY: Robert Hunt
CENTRAL SUPPLY DISTRIBUTION: Jill Poore
FOOD SERVICES: Noreena Albert, Peter Abbadessa
LIBRARY: Gloria Hardy
LIPID CLINIC: Melanie Michaud
NURSING: Kim Campbell, Michele Fortin, Michael Hutton, Lorraine Ware
OB/GYN: Therese Harris
PSYCHIATRY: Scott Lovass
RADIOLOGY: Elizabeth Crozier



The Employee Activity Committee
will meet January 12,
from 1500--1600,
in Dana Center Classroom 2.
If you'd like to be a member
of this group and help plan
events for MMC employees,
plan to attend!

- ☐ 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 Dept.

What's Happening

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